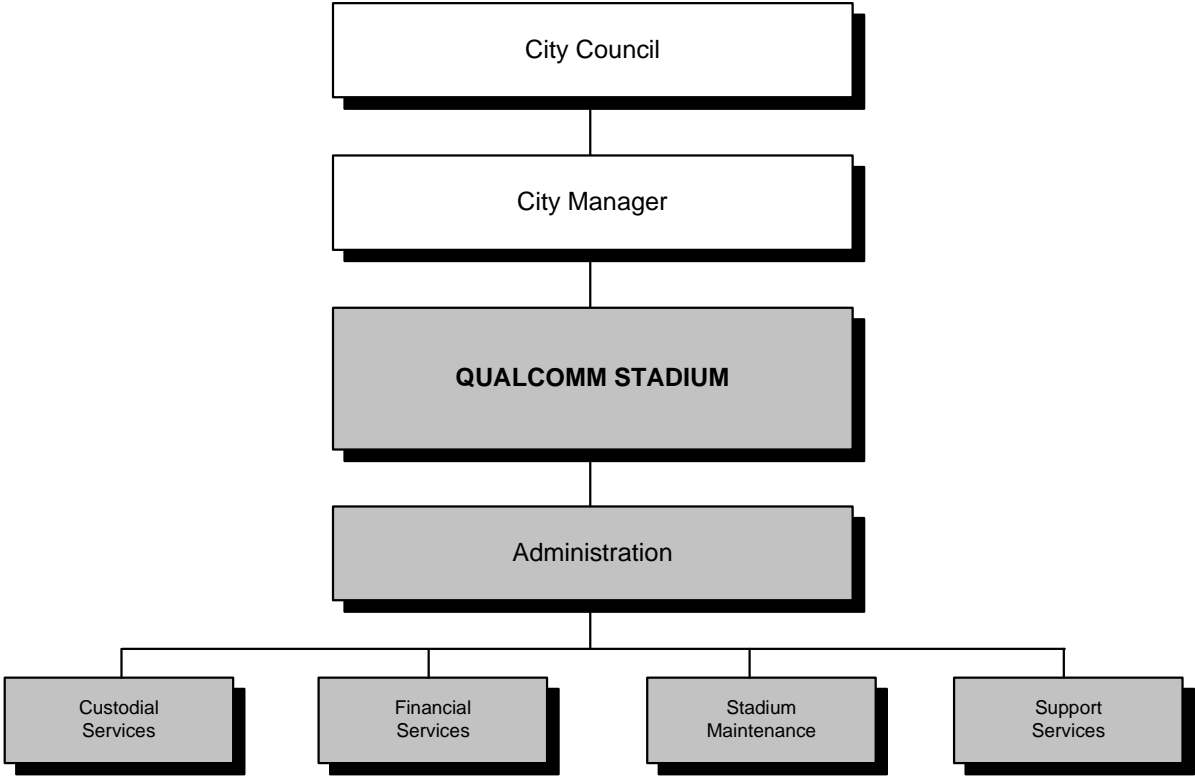


QUALCOMM Stadium



To provide a first-class facility that is safe, attractive, and has a high-quality playing field for conducting and viewing athletic and entertainment events, and to accomplish this in a cost-effective and efficient manner.



QUALCOMM Stadium

Department Description

QUALCOMM Stadium is one of America's finest multi-purpose sports facilities. It is home to the San Diego Chargers of the National Football League (NFL), the San Diego Padres of Major League Baseball, college football's San Diego State Aztecs, and is the site of the annual Holiday Bowl post-season college football game. The Stadium has hosted two Baseball All-Star games, two Super Bowls, and numerous special events including Gold Cup Soccer, World Series games, Promise Keepers, Harvest Crusade, Super Cross races, concerts, and much more.

San Diego Stadium was completed in August of 1967 as a home for the San Diego Chargers at a cost of \$27.5 million. The original seating capacity was 52,000. With the expansion of Major League Baseball, the San Diego Padres played their first game at the Stadium in 1969.

In 1980, the Stadium was posthumously renamed in honor of San Diego Union Sports Editor Jack Murphy.

The Stadium was expanded in 1983 at a cost of \$9.1 million to increase the seating capacity to 60,100. It was expanded again in 1997 at a cost of \$60.0 million. The most recent expansion increased seating capacity to 71,500. It also included development of Club seating and air-conditioned lounges, 37 new luxury boxes, a new Jumbotron screen, and a host of other changes.

The former Jack Murphy Stadium was renamed QUALCOMM Stadium in 1997 after the QUALCOMM Corporation contributed \$18 million for naming rights. QUALCOMM Stadium sits on the site known as Jack Murphy Field.

Milestones Met/Services Provided

QUALCOMM Stadium is one of three remaining outdoor multi-purpose stadiums in the country. It is the only stadium that has hosted both a Super Bowl and a World Series in the same year. Although it is over 35 years old, it is still considered one of the best overall stadiums. QUALCOMM Stadium continually receives overall customer satisfaction ratings of good to excellent by over 90 percent of respondents. A total of 83.6 million people have attended events inside the Stadium since 1971. Hundreds of thousands more have attended events in the Stadium parking lot.

Future Outlook

Preparations are under way for Super Bowl XXXVII to be hosted by San Diego on January 26, 2003. The City's agreement with the NFL calls for improvements to the sound system and locker rooms, as well as complete installation of the blue and gold seats. In addition, several cosmetic and infrastructure repairs will be completed to ensure a successful event.

Following the Super Bowl, efforts will shift to planning for the loss of the San Diego Padres as a tenant at the Stadium. The opening of the new ballpark in April 2004 will create many opportunities that do not presently exist for renting both the Stadium and the parking lot.

Significant Budget Adjustments

| QUALCOMM Stadium | Positions | Cost |
|---|-----------|-----------|
| Personnel Expense Adjustments Adjustments to reflect the annualization of the Fiscal Year 2002 negotiated salary compensation schedule, average salaries, fringe benefits and other personnel expense adjustments. | 0.00 | \$101,235 |
| Non-Discretionary Adjustments to reflect expenses that are determined outside of the department's direct control. Examples of these adjustments include utilities, insurance, and rent. | 0.00 | \$613,722 |
| Contractual Obligation to Padres Increase to skybox rent credits. | 0.00 \$ | 400,000 |
| Super Bowl XXXVII Capital Improvements Onetime increase to Capital Improvements Program annual allocation to re-carpet the Club Concourse. | 0.00 \$ | 125,400 |
| Super Bowl XXXVII Operating Expenses Onetime increase for overtime, hourly labor, and security services. | 0.00 \$ | 100,000 |
| Support for contractual services Increase to budgeted 24 hour security services implemented after the events of September 11, 2001. | 0.00 \$ | 94,400 |
| Contractual Obligation to Volume Services America The City's contract with this concessionaire obligates payment of any possessory interest tax in excess of \$208,000 annually. Possessory tax is a tax in the private use of government owned property. | 0.00 \$ | 75,000 |
| Budgetary Savings Plan Reduction in cash transfers. | 0.00 \$ | (996) |

QUALCOMM Stadium

Significant Budget Adjustments (continued)

| QUALCOMM Stadium (continued) | Positions | Cost |
|---|-----------|-----------|
| Contractual Obligation to Chargers | 0.00 \$ | (133,834) |
| Reduction for tri-vision advertising panels. Purchase of the tri-vision | | |
| Chargers Rent Rebate | 0.00 \$ | (500,000) |
| Reduction in the number of Chargers tickets purchased. | | |

QUALCOMM Stadium

| QUALCOMM Stadium | | | |
|-----------------------|-------------------|-------------------|---------------------|
| | FY 2001 ACTUAL | FY 2002 BUDGET | FY 2003 PROPOSED |
| Positions | 51.48 | 50.58 | 50.58 |
| Personnel Expense | \$ 4,282,913 | \$ 4,012,388 | \$ 4,193,622 |
| Non-Personnel Expense | 19,423,769 | 18,586,937 | 19,280,630 |
| TOTAL | \$ 23,706,682 | \$ 22,599,325 | \$ 23,474,252 |

Department Staffing

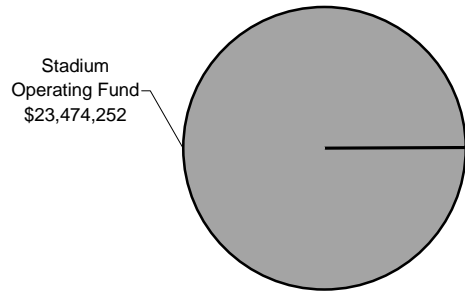
| | FY 2001 ACTUAL | FY 2002 BUDGET | FY 2003 PROPOSED |
|-------------------------------|-------------------|-------------------|---------------------|
| STADIUM OPERATING FUND | | | |
| QUALCOMM Stadium | 51.48 | 50.58 | 50.58 |
| Total | 51.48 | 50.58 | 50.58 |

Department Expenditures

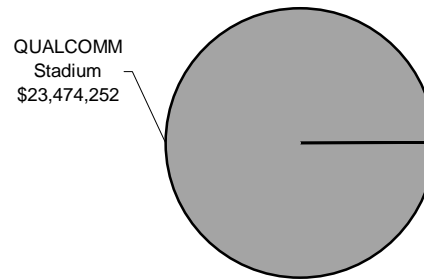
| | FY 2001 ACTUAL | FY 2002 BUDGET | FY 2003 PROPOSED |
|-------------------------------|----------------------|----------------------|----------------------|
| STADIUM OPERATING FUND | | | |
| QUALCOMM Stadium | \$ 23,706,682 | \$ 22,599,325 | \$ 23,474,252 |
| Total | \$ 23,706,682 | \$ 22,599,325 | \$ 23,474,252 |

QUALCOMM Stadium

Source of Funding



Allocation of Funding



Budget Dollars at Work

3,170,379 Turnstile attendance in calendar year 2001
 71,500 Seating capacity for football
 65,900 Seating capacity for baseball
 18,500 Parking spaces

Key Performance Measures

| | FY 2001 Actual | FY 2002 Budget | FY 2003 Proposed |
|---|-------------------|-------------------|---------------------|
| Average administrative cost per stadium and parking lot event | \$1,872 | \$1,581 | \$1,665 |
| Average field and landscape maintenance cost per field event | \$6,068 | \$6,920 | \$7,187 |
| Average structural maintenance cost per seat | \$61 | \$60 | \$64 |
| Average custodial services clean-up cost per guest | \$0.55 | \$0.49 | \$0.49 |

Division/Major Program Descriptions

QUALCOMM Stadium

The Stadium Manager's Office provides overall direction, coordination, and review of Stadium operations. Administration is responsible for promotional and event coordination, contract administration, fiscal and budgetary support, and public relations.

Custodial Services provides janitorial services during events; clean-up of the Stadium, suites, and parking lots after events; and regular janitorial services to offices at the Stadium.

Financial Services provides contractual reimbursements to the Padres and Chargers, funding for Stadium fire insurance, and bond debt and interest payments.

Stadium Maintenance includes field and landscape, structural, and equipment maintenance. Field and landscape maintenance provides for a high quality playing surface through daily field maintenance, sodding operations, preparation of the baseball field prior to the start of the baseball season, maintenance of the sod farm, and perimeter landscaping. Structural maintenance provides general structural, HVAC, electrical, and plumbing maintenance and repair of the Stadium and parking lot. Security services and elevator and escalator maintenance are provided through contractual agreements. Equipment maintenance provides preventive and emergency service to 132 pieces of equipment.

Support Services provides safety, purchasing, storeroom, payroll, and event coordination functions. The Safety Officer coordinates the injury prevention program for Stadium staff and conducts safety monitoring and incident investigations at all Stadium events. The Purchasing Liaison writes specifications, negotiates terms, monitors purchase contracts, and pays invoices for all Stadium purchases. The Stadium staffs the Central Stores Storeroom No. 55 to provide most janitorial and maintenance supplies. Payroll services are provided for 50 full-time and up to 125 seasonal employees. Special event support includes promotional activities and fiscal monitoring.

QUALCOMM Stadium

Salary Schedule

STADIUM OPERATING FUND

QUALCOMM Stadium

| <i>Class</i> | <i>Position Title</i> | <i>FY 2002 Positions</i> | <i>FY 2003 Positions</i> | <i>Salary and Fringe</i> | <i>Total</i> |
|-------------------------------|--------------------------------|------------------------------|------------------------------|------------------------------|------------------|
| 1106 | Senior Management Analyst | 1.00 | 1.00 | 82,619 | 82,619 |
| 1107 | Administrative Aide II | 1.00 | 1.00 | 57,969 | 57,969 |
| 1273 | Building Maint Supervisor | 1.00 | 1.00 | 84,226 | 84,226 |
| 1274 | Building Supervisor | 1.00 | 1.00 | 55,291 | 55,291 |
| 1280 | Building Service Technician | 13.00 | 13.00 | 47,072 | 611,936 |
| 1288 | Carpenter | 1.00 | 1.00 | 60,350 | 60,350 |
| 1389 | Custodian II | 2.00 | 2.00 | 39,108 | 78,216 |
| 1437 | Equipment Mechanic | 1.00 | 1.00 | 62,881 | 62,881 |
| 1452 | Motive Service Technician | 1.00 | 1.00 | 48,332 | 48,332 |
| 1468 | Grounds Maintenance Worker II | 1.00 | 1.00 | 43,821 | 43,821 |
| 1535 | Clerical Assistant II | 1.00 | 1.00 | 41,622 | 41,622 |
| 1648 | Payroll Specialist II | 1.00 | 1.00 | 49,106 | 49,106 |
| 1666 | Plant Process Ctrl Electrician | 2.00 | 2.00 | 69,808 | 139,616 |
| 1675 | Plumber | 2.00 | 2.00 | 64,999 | 129,998 |
| 1810 | Refrigeration Mechanic | 1.00 | 1.00 | 64,334 | 64,334 |
| 1826 | Safety Representative II | 1.00 | 1.00 | 68,762 | 68,762 |
| 1876 | Executive Secretary | 0.29 | 0.29 | 60,383 | 17,511 |
| 1892 | Stadium Turf Manager | 1.00 | 1.00 | 85,635 | 85,635 |
| 1893 | Senior Stadium Groundskeeper | 1.00 | 1.00 | 59,457 | 59,457 |
| 1894 | Stadium Groundskeeper | 6.00 | 6.00 | 54,511 | 327,066 |
| 1897 | Stadium Maintenance Supervisor | 1.00 | 1.00 | 64,864 | 64,864 |
| 1898 | Stadium Maintenance Technician | 4.00 | 4.00 | 53,261 | 213,044 |
| 1899 | Stock Clerk | 1.00 | 1.00 | 43,877 | 43,877 |
| 1902 | Storekeeper I | 1.00 | 1.00 | 50,076 | 50,076 |
| 1919 | Supervising Custodian | 1.00 | 1.00 | 43,742 | 43,742 |
| 1985 | Welder | 1.00 | 1.00 | 60,086 | 60,086 |
| 2153 | Deputy City Manager | 0.29 | 0.29 | 191,214 | 55,452 |
| 2216 | Facility Manager | 1.00 | 1.00 | 138,745 | 138,745 |
| 2245 | Assistant Stadium Manager | 1.00 | 1.00 | 113,547 | 113,547 |
| | Ex Perf Pay-Classified | 0.00 | 0.00 | | 3,250 |
| | Temporary Help | 0.00 | 0.00 | | 968,191 |
| | Overtime Budgeted | 0.00 | 0.00 | | 270,000 |
| | Total | 50.58 | 50.58 | \$ | 4,193,622 |
| QUALCOMM STADIUM TOTAL | | 50.58 | 50.58 | \$ | 4,193,622 |

Five-Year Expenditure Forecast

| | FY 2003 PROPOSED | FY 2004 FORECAST | FY 2005 FORECAST | FY 2006 FORECAST | FY 2007 FORECAST |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Positions | 50.58 | 34.08 | 17.58 | 17.58 | 17.58 |
| Personnel Expense | \$ 4,193,622 | \$ 2,881,931 | \$ 1,530,889 | \$ 1,576,815 | \$ 1,624,120 |
| Non-Personnel Expense | 19,280,630 | 18,001,549 | 16,684,095 | 17,184,618 | 17,700,157 |
| TOTAL EXPENDITURES | \$ 23,474,252 | \$ 20,883,480 | \$ 18,214,984 | \$ 18,761,433 | \$ 19,324,277 |

Fiscal Year 2004

There will be a mid-year reduction of 16.50 (total 33.00 FTE) positions, associated support, and revenue when the new ballpark opens.

Fiscal Year 2005

Annualization of the prior year mid-year reduction.

Fiscal Year 2006 - Fiscal Year 2007

No major projected requirements.

QUALCOMM Stadium

Revenue and Expense Statement

STADIUM OPERATING FUND 10330

| | FY 2001 ACTUAL | FY 2002 ESTIMATED | FY 2003 PROPOSED |
|---|----------------------|----------------------|----------------------|
| BEGINNING BALANCE AND RESERVE | | | |
| Balance from Prior Year | \$ 252,575 | \$ 261,313 | \$ 86,847 |
| Prior Year Reserve for Encumbrances | 692,285 | 785,850 | - |
| CIP Continuing Appropriations | - | 27,219 | - |
| TOTAL BALANCE | \$ 944,860 | \$ 1,074,382 | \$ 86,847 |
| REVENUE | | | |
| Chargers | \$ 6,251,381 | \$ 6,539,000 | \$ 6,900,000 |
| Padres | 3,511,194 | 4,105,000 | 4,455,000 |
| Aztecs | 213,108 | 255,000 | 251,250 |
| Special Events | 1,956,105 | 2,348,800 | 2,357,050 |
| Other Operating Revenue | 240,029 | 227,750 | 231,500 |
| Midway/Sports Arena Leases | 2,495,910 | 2,454,991 | 2,610,641 |
| Interest | 144,697 | 45,000 | 45,000 |
| Transfer from Other Funds | 9,023,780 | 6,686,250 | 6,586,250 |
| TOTAL REVENUE | \$ 23,836,204 | \$ 22,661,791 | \$ 23,436,691 |
| TOTAL BALANCE AND REVENUE | \$ 24,781,064 | \$ 23,736,173 | \$ 23,523,538 |
| EXPENSE | | | |
| TOTAL CAPITAL IMPROVEMENTS PROGRAM | \$ 625,363 | \$ 500,000 | \$ 625,400 |
| OPERATING EXPENSE | | | |
| Operating Expense | \$ 9,873,676 | \$ 9,874,358 | \$ 11,123,372 |
| Chargers Rent Rebate | 7,968,743 | 6,500,000 | 6,000,000 |
| General Government Expense | - | 316,561 | 318,823 |
| Bond Debt and Interest Payment | 4,966,527 | 5,408,407 | 5,406,657 |
| Prior Year Expense | 272,373 | 1,050,000 | - |
| TOTAL OPERATING EXPENSE | \$ 23,081,319 | \$ 23,149,326 | \$ 22,848,852 |
| TOTAL CIP AND OPERATING EXPENSE | \$ 23,706,682 | \$ 23,649,326 | \$ 23,474,252 |
| RESERVE | | | |
| Reserve for Encumbrances | \$ 785,850 | \$ - | \$ - |
| CIP Continuing Appropriations | 27,219 | - | - |
| TOTAL RESERVE | \$ 813,069 | \$ - | \$ - |
| BALANCE | \$ 261,313 | \$ 86,847 | \$ 49,286 |
| TOTAL EXPENSE, RESERVE AND BALANCE | \$ 24,781,064 | \$ 23,736,173 | \$ 23,523,538 |